

MEMORANDUM FOR: Chiefs of DD/P Staffs and Operating Divisions

SUBJECT: Program for Greater Efficiency in CIA

REFERENCE: Memorandum for Deputy Directors from the
DCI, same subject, dated 28 January 1959

At our staff meeting on 15 January 1959 I informed you of the desire of the DCI that we in the Clandestine Services review all our activities for the purpose of attaining greater efficiency and the resultant saving in personnel. Attached is the DCI's directive to Deputy Directors to survey the situation and report. I request that you insure that the DCI's memorandum and this memorandum receive sufficiently wide circulation within your element so that all our employees may be aware of the terms of reference under which we shall act.

2. Please proceed without delay to review carefully everything your component is now doing or expects to do. Then, keeping in mind the objective of realizing the greatest possible efficiency without jeopardizing essential functions, recommend the curtailment or elimination of any task within your current or proposed workload with the saving in manpower thus to be accomplished.

3. In your review you should be alert to the identification of any areas of overlap or duplication, not only within your own element but as between your element and another element of the Clandestine Services, another element of the Agency, or another element of the Intelligence Community. But do not neglect to identify and report those tasks that you are currently obliged to perform that are just not worth the cost but yet require people, time and effort.

4. As you re-examine the organizational structure of your element, please bear in mind that I must re-examine the organizational structure of the Clandestine Services. Any changes you believe would improve our structure or the way we do business will receive careful consideration.

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5. Identifying persons who may be insufficiently or ineffectively utilized calls for the most discriminating judgment on the part of objective supervisors. The ever-changing pattern of Clandestine Services operations can bring about such situations through the fault of no one. People thus identified will be transferred to more important duties vacated by sub-standard employees unless, of course, the former are themselves sub-standard.

6. As you will observe from the Director's memorandum, the effort to identify sub-standard employees and dispose of them through the Selection Out Procedures must be unremitting and constant. Some progress has been made. More progress is expected. In the progress thus far, almost everyone nominated for selection out should have been separated through regular procedures since there was sufficient "cause" in each case. Selection Out Procedures look beyond the case of inefficiency or wrong doing to the case of a person who is not really inefficient but is not efficient enough; who is guilty of no acts of malfeasance or misfeasance but who just does not measure up to the high standards that we must maintain. We wish to identify and terminate those employees who are not carrying, can not, or will not carry their fair share of the work burden of the Clandestine Services.

7. I shall take a direct personal interest in this program. Mr. [REDACTED] will act for me in the day to day supervision of our effort. He will call on each of you. Discuss any problems you may have with him. Please give [REDACTED] a short report of progress each two weeks during the time your survey is under way and a final report on the results of your survey not later than 31 March 1959. [REDACTED]

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RICHARD M. BISSELL, JR.
Deputy Director (Plans)

Attachment

16 Feb
Preliminary Report
Final Report

26 January 1959

MEMORANDUM FOR: Deputy Director (Intelligence)
Deputy Director (Plans)
Deputy Director (Support)
Deputy Director (Coordination)

SUBJECT: Program for Greater Efficiency in CIA

1. In order to achieve greater efficiency within the Central Intelligence Agency, which may also result in savings in manpower, it is my desire that all of the components carefully re-examine their missions, functions, organization and procedures. To give impetus to this drive for greater efficiency, I request each Deputy Director immediately to undertake a survey of all activities under his direction for the purpose of:
 - a. Analyzing activities, functions, projects and procedures with respect to priority and indicating the manpower assigned to each, together with recommendations pertaining thereto.
 - b. Identifying those activities, functions, projects or procedures which overlap materially or duplicate unnecessarily similar work being performed in another element of the major component, in another element of the Agency, or in another element of the Intelligence Community; together with recommendations for corrective action.
 - c. Re-examining the organizational structure of your component to determine whether at this time you should recommend any changes which would lead to greater efficiency and thus to savings in people.
 - d. Identifying and taking immediate action on those individuals who may be insufficiently or ineffectively employed, regardless of the essentiality of the tasks with which engaged.

S-E-C-R-E-T

2. I have previously issued instructions for the elimination of sub-standard employees in my memorandum dated 17 February 1958, subject "Personnel Selection Out Procedures" (ER 10-608). These instructions remain in full force and effect, and the Deputies will continue to identify and report the names of those individuals who should be considered for the Selection Out procedures.

3. To assist in the effort directed by this memorandum and to keep me informed with respect to the overall problems involved, I am appointing a Task Force consisting of the following officers:

[REDACTED] DD/P, Chairman 25X1A9a

[REDACTED] DD/S, Member

[REDACTED] DD/I, Member 25X1A9a

25X1A9a

The Task Force will remain constituted until further notice and will:

a. Individually assist their respective Deputy Directors in the action to be taken under paragraph 1.

b. Coordinate the effort being made in the offices of the Deputy Directors to the end that effective procedures developed in one component are available for application in another.

c. Maintain close and continuing liaison with the Director of Personnel and the General Counsel to insure that any recommendations affecting personnel are reported promptly to these officers.

d. Identifying to the Deputy Directors any function, procedure or project which should be reviewed or re-examined in order to increase efficiency and thereby effect manpower savings.

4. I request that each Deputy Director make a first report to me of the results of his survey as outlined in paragraph 1, above, not later than 1 April 1959.

[REDACTED]

ALLEN W. DULLES

Director

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cc: DDCI

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